

DCOF Monitoring Report Guatemala and Brazil

March 3-14, 1996

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Executive Summary

The overall purpose of the trip made March 3-14 was to monitor selected projects involving services to street children in Brazil in the company of the newly- appointed USAID / Brasilia Officer in charge of these projects and the Brazilian USAID project officer, to attend the Technical Advisory Group (TAG) meeting for the Brazil project in Recife, March 7-8, and to gain an overview of present status and needs of the Guatemala Street Children's project.

The Brazil project has been in operation for a little over a year now, has continued its original frame of project focal points - with emphasis on enhancement of legal rights of children, vocational training, attention to girls living and working in the streets, and family preservation. There seems to be an overall need to help subgrantee organization to develop a capacity to carry out self-monitoring and evaluation activities, to develop more of an awareness of their relationship to other national efforts, improve reporting and communications activities. Nevertheless, the project is proceeding cautiously, but in a forward manner, toward achieving the original intended purposes.

The director of the CIELA (Interuniversity Center for Studies of Latin America, Africa and Asia) made a request for this consultant's aid this year in planning a new department for family and child studies.

The TAG members for the Brazil project heard reviews of the various project activities and developed from this information a series of recommendations to the project managers regarding means of improving overall implementation of the project and its subgrant activities. These included :

TAG Recommendations

1. Vocational Training - Carefully define market realities in relation to proposed training, and develop training activities accordingly. Keep in mind that the training is not just for job skills but also to develop a sense of civil rights and citizenship for the trainee.

2. Street Girls Include where appropriate both genders in the discussions that occur around the problems of the street girls so as to develop mature and appropriate man-woman relations as both genders develop. POMMAR should always evaluate proposed and ongoing projects for provisions for family preservation, return of girls to families, arrangements for substitute families, etc. in order to assure the transitoriness of the shelters financed by the project. Therefore, service activities in aid to families should be included.

3. Families The family service sector of the project is of great importance in order for the children to find a place for satisfaction of their basic needs and guarantee of their rights. Family work should include attention to providing access of the family to appropriate and needed public services and to helping community organize to assure existence of needed government services. Likewise, the community should be educated as to the aims and resources of the project and what realistically the project can be expected to provide to families and the community.

4. Rights So far, this program does not have much depth. The TAG wishes to repeat its previous advice to emphasize local actions and groups that will support regional and national efforts in this area. It is necessary to also promote solidarity and self-help among these groups so as to produce new social agents in defense of civil rights.

5. Evaluation The TAG urges the project management to perform a comprehensive evaluation before the next TAG meeting in November, 1996 so that outcomes and experiences may be presented to donor groups and also shared for mutual benefit with other related organizations.

The indicators for this evaluation need to be prepared in greater detail and clear definition. We suggest adding:

1. the degree of satisfaction of the beneficiaries (those provided services, their families and the community).
2. qualitative analysis of the present activities.
3. extent of effect on other programs.

POMMAR needs to provide technical assistance in evaluation techniques and methods to each institution now participating.

6. TAG composition The TAG points out that there is no female member on the TAG panel and urges that this be remedied.

GUATEMALA STREET CHILDREN'S PROJECT SUMMARY

The projects being developed within the PAMI umbrella grant mechanism, despite a slow initiation are generally effective and relevant to the problems of the capital city of Guatemala. These projects can provide useful models of experience to other countries at an early stage of development of similar projects. Useful experience is being gained in the areas of project management, monitoring, and evaluation. Technical assistance and training in these areas are being given through PAMI concern that many groups are as yet inexperienced, particularly in process evaluation. Research undertaken and planned by PAMI is appropriate and should help to reshape problem areas including relevance of skills training to job market demand, innovative approaches to education, the actual characteristics of the population to be served, etc. Training is somewhat shaped by the research results and in the opinion of PAMI staff is being used to upgrade project management, service delivery and information gathering generally. The PAMI director should be congratulated for the staff that has been gathered under her direction and for the collegial atmosphere that is evident.

There is still the need to improve coordination and interchange of program data among the various collaborating agencies, not just within PAMI but in many other organizations functioning within Guatemala. The attempt to accomplish this by the current director of GTZ, the German Aid agency in Guatemala, is a step in the right direction.

Because the anticipated pace of resource expenditure has not been realized, it would be possible to extend the PAMI project another year without additional funding by AID. It is suggested that AID view a forthcoming request for a time extension with an open mind, particularly because extension of the project "at no cost" offers more time and opportunity for sharing the experience thus far gained with other efforts in Guatemala and in other countries.

OHRO -The Human Rights facet of the program (the Procuradoria of Human Rights) which has now moved within the PAMI umbrella for management purposes has made a modest beginning, yet seems to have developed a more systematic and realistic character, based on careful planning and additional research into the population to be reached by the information campaign.

CASA ALIANZA has undergone a significant change of management. The new director has indicated his commitment to programs of a preventive nature, of the importance of education of public and private sectors as to the nature of the problems faced by children at risk, and the importance of family preservation and support. His three new thrusts will be: expanded information and education activities, improved technical skills training for children and an overall strengthening of Casa Alianza through improved staff capability, and an enhanced management and administrative capability, through careful application of technical assistance and training.

The USAID/Guatemala project coordinator, Nelly de Leon received a debriefing on impressions of the Guatemalan projects at the conclusion of the visit.

DETAILED REPORT OF SELECTED AID PROJECTS IN SUPPORT OF

Health Technical Services

STREET CHILDREN IN BRAZIL AND GUATEMALA

REVIEW OF BRAZIL STREET CHILDREN PROJECTS

Prior to the TAG meeting held in Recife on March 7-8, it was possible to rendezvous in Salvador, Bahia with Rebecca Cohn, newly arrived AID Health, Population and Nutrition Officer and Maria Klin, Project Officer for the POMMAR Project (both USAID/Brasilia staff) and to visit POMMAR projects in Salvador and Fortaleza, Ceara. Given our time restraints, Maria Klin had made a careful selection of representative projects for us to visit and we arrived at the TAG meeting with a good sense of the project portfolio to be discussed.

In Salvador, it was possible to revisit the Grupo Baguncaco which was the object of a visit by the AID team last year. It would appear that this group has maintained the quality of its activities thanks to the innovative and indefatigable spirit of its leader and founder, Joselito Assis Crispim. The group continues its musical and show activities, and POMMAR emphasizes the importance of continuing the professionalization of the musical instruction so that the children participating will be able to market their skills.

Baguncaco has grown in numbers, reaching many more children within the favela Alagados, estimated to now be in the several hundreds. The effort is also made to expand the types of training and courses made available to the children so as to give them even more skills and self esteem. It was not so clear here nor in other projects visited whether a realistic study of market potential was accomplished in deciding what skills to be taught to the children.

We spent an interesting hour with Edward MacRae, a social anthropologist on the faculty of the Federal University of Bahia. He was particularly concerned with what he terms a failure to realize the full potential of the effort to educate adolescents about AIDS. He feels the approach has been too "aseptic", perhaps too scientific, and not enough down to earth discussion. This aseptic approach thus far has simply alienated the potential clients.

Dr. MacRae also gave us a pessimistic analysis of the extent of drug use in Bahia, with the recent rise in use of cocaine and crack, whereas formerly the drugs of choice were marijuana and heroin. Dr. MacRae felt that the work of GAPA (a national level group for prevention of AIDS) was having some positive effect with such innovations as reaching out to gays, transvestites and prostitutes in a realistic approach to help educate the public at risk about the dangers of AIDS and how to use preventive measures.

We also took a tour with Joselito Crispim of the Candear Neighborhood which will eventually be used for Baguncaco activities to expand the band activities and community contacts. The striking contrast between the poverty of this area and the deluxe modern residential buildings seen on the nearby horizon was particularly noted by all of us

In connection with a brief visit to the workshops of the OAF Organizacao Auxilio Fraternal, which provides shelter for boys on a residential basis who receive vocational skills training or who live at home and come in for training, we were able to see the production of hospital equipment. We then visited maternity units of a nearby hospital that had installed the very equipment we had observed being fabricated. This seems to be an example of a project that is indeed in tune with market demand and should be studied for characteristics that may be replicable elsewhere.

Although time did not permit a visit to the store outlets of Project AXE we were given a good briefing on the present activities of the projects by the project coordinator. They are more and more emphasizing the importance of preventive health education activities against AIDS.

Children are triaged according to their degree of need for health services and are facilitated into direct access to public health services. Present health education activities provided to both boys and girls include information on sexually transmitted diseases (STD), protection against pregnancy, and drug abuse and provision of dental care. Although early efforts included mixed groups of boys and girls, the dropout rate of boys is so high that almost exclusively now the participants are the adolescent girls.

Project AXE is achieving a sharing of costs for the services by a combination of public health services, city hall, the state health department and the private sector. AXE tries to coopt government services particularly in these efforts, ever mindful that if AXE lost its resources, the services could continue with government help. So far in 1996 some 2000 children have been served by these services, far in excess of the target.

AXE is studying now how to improve its delivery of health education including sex education and AIDS prevention. We were able to review the course outline for these activities which seemed to be very complete.

CEDECA- (Center for the Defense of the Child and Adolescent, a civil rights organization in Bahia) - revisiting this group via a luncheon seminar headed by its director, Helia Barbosa, emphasized to us how much is yet to be accomplished in this field. The feeling among these capable and devoted workers is that their campaign is beginning to yield results as far as awakening the conscience of the Brazilian public. The media are responding to the material provided by CEDECA. But the major indices such as evidence of assault and exploitation of youth, commercial sexual exploitation of girls, impunity from trial of police officers who have assaulted or assassinated children, etc. show that little real progress is yet evident.

Our next stop, Fortaleza, gave us a glimpse of several POMMAR-funded projects: -the Pacto da Cidade de Fortaleza dealing with assistance to street girls at risk and those exploited as prostitutes, has received assistance from POMMAR to improve coordination and planning, provide better information on market and other feasibility of vocational training being given to

girls at risk, and to improved methodology of therapy and general rehabilitation of girl prostitutes.

We were able to site visit the Dom Bosco-sponsored center for girls, which has as its objective to provide some 300 girls at risk with a means of livelihood including sewing and decorative arts, culinary arts, office skills, etc. and support for the development of their sense of dignity, womanhood, rights, and of belonging to a family and society. We were interested particularly in efforts to determine market feasibility of this project - because of uncertainty about whether in fact the clothes and textiles being produced were indeed marketable and thus a logical bridge for the girls toward achieving acceptable financial independence.

In Recife, we attended the meeting of the Technical Advisory Group, consisting at this point of three active members: Mario Volpi, ex-head of the national association of street boys and girls and current consultant to UNICEF in Brazil and Padre Bruno who directs major projects for children in Belem. We were provided with summaries of the current project portfolio of POMMAR in the three state capitals of Salvador (Bahia), Recife (Pernambuco) and Fortaleza (Ceara). These are provided as annexes to this report in Portuguese, but with sufficient identification of location, area of service, and financial data to be useful to any reader.

It is apparent that the POMMAR staff has spent considerable effort more recently toward increasing specification of the strategy, objectives, and feasibility of the projects developed. There is concern about installing within each subgrantee the technical means of self-monitoring and evaluation, through the use of meaningful indicators of progress and achievement and by increasing the skills of project managers in assessment techniques through training and technical assistance.

Though there has been a slow start, there is gradual progress being made. Some of us are concerned that support be extended to a wider group of potential participating agencies in the Northeast of Brazil than is present in the groups now being served. Specifically, the project has concentrated on those religion-based agencies which are certainly capable, relevant, but also sustained by other funds. We feel the project staff should seek out other groups, as well, which may have unique, innovative characteristics not yet receiving adequate financial support.

POMMAR staff gave comprehensive reports on the status of programming and plans for the future. They pointed out their own concerns in making a recent assessment of the projects, including a lack of systematization of projects as to design, format, contents, etc. They want to assure the inclusion of relevant, marketable skills training on a cost-effective basis. They want to assure the inclusion of life training skills as well as vocational training, that will assure children a bridge to reality and the world around them.

Staff pointed to plans for establishing somehow a center to market the skills currently being developed among the participating children. This discussions engendered lively debate among

the TAG meeting participants and POMMAR staff on how to identify areas of economic activity for adolescents, what are the trends, opportunities, barriers of achieving the project goals, how to systematize training to be economically viable, sustainable, productive, efficient. The general absence within Brazil of centers for vocational training was emphasized and the general effect of increasing computerization on the nature and numbers of occupations that will be economically viable was discussed.

There was general agreement that all projects now suffered from a lack of systems, tested methodology for such areas as training, civic preparation and even psychosocial therapy and that further study and technical assistance in these areas would be productive for all participating agencies.

The TAG members met separately on the last day of the conference and provided the POMMAR staff with a series of suggestions and recommendations. These are presented in more detail at the beginning of this report as part of the Executive Summary (see page 3). A brief synthesis follows:

TAG Recommendations

Vocational Training -define market realities in re training activities. Include development of civics and citizenship in training.

Street Girls - assure that both boys and girls participate in discussions . Make sure family preservation and unification are included in programs. Include aid to families where appropriate.

Families - provide children with access to families and families with access to community services. Educate community regarding aims of project.

Rights - this area needs strengthening. Develop more solidarity, info exchange and self-help among participating groups

Evaluation -POMMAR should perform a comprehensive evaluation before next TAG meeting. Need to develop indicators in great detail. Provide technical assistance to participating groups.

TAG composition -appoint a female member to the TAG.

At the conclusion of the meeting, Dr. Almeri Bezerra de Mello, the head of the CIELA (Interuniversity Center for Study of Latin America, Africa and Asia) requested consideration of this consultant's assistance sometime this summer with an effort of the to establish a university department of Family and Child Development similar to the one at Virginia Tech's Graduate Center in Falls Church, Virginia. I stated my willingness and interest in assisting with this project and requested additional information to help guide the design of such assistance, which he agreed to furnish via Arthur Powers, POMMAR director.

GUATEMALA Projects and Prospects

Through the cooperation of the USAID staff, principally Nelly de de Leon, in Guatemala, it was possible to do a brief survey of the Street Children project components which presently operate within the capital city area.

A very productive visit was arranged by this consultant with the PAMI (Project for Assistance in Maternal Child Health and for the Help of Other Groups at Risk) director, Susan Hewes de Calderon and her very capable staff . Ms. Hewes indicated that a process evaluation was scheduled March or April and that the staff was preparing themselves and the subgrantee organizations for this by providing technical assistance in evaluation techniques, use of project indicators, qualitative measurements, etc. The main obstacle to the success might be the very little experience that any of these groups have had with evaluation approaches, but all would learn.

RESEARCH --With Marco Antonio Garavito, staff psychologist of PAMI, a review was made of research underway. Various reports of research undertaken will be soon available, including one on the experiences of women reached by the project, the status of children still in the street, those working, and those now in jail. He indicated that the high rate of recidivism indicated that much more effort and resources must be put into the project. Emphasis needs to be place on preventive techniques involved in reducing the rates of maltreatment of children within the family.

Other areas of research being undertaken include , in the juridical area, an analysis of the denouncement of child offenders and police brutality that now yields very little sentencing of offenders. Research into the role of schools in influencing child welfare, and teaching approaches that make school more attractive to children and thus reduce recidivism is underway.

Dr. Garavito indicated that PAMI will support a course in May on research methods to which NGOs will send personnel. One outcome of this effort may be the co-participation of many more organizations in research around several topics rather than each pursuing its own agenda. Results of this integration may yield more universal and usable data.

In this connection, PAMI will sponsor an open panel in which the findings of their recent research will be shared with many organizations in Guatemala. One of the constraints in the PAMI research effort is time, in part caused by the expressed need for additional staff.

Asked specifically what would help, Dr. Garavito indicated at least an administrative assistant would free him to take on more significant research initiatives. He is also focussing on the potential benefits from improving the exchange of information among staff members.

TRAINING - Edgar Rodriguez, Coordinator of Training, described the PAMI survey of educators and their diagnosis of training needs. Based on the results, PAMI feels it has made realistic adjustment to its training strategy, that takes into account individual institutional needs, the social population served, etc. PAMI is now doing a workshop on micro enterprises, has included study tours within the project and also training manuals for the trainers in each area, e.g. participant training.

1996 will see an emphasis on improving NGOs abilities to coordinate work with their donor organizations and as result of the training effort an improvement in the execution of projects, a group of trained personnel and improvement in the sensitivity of workers toward the children served.

A major effort in the opinion of this consultant is the planned workshop on evaluation that will involve six organizations within Guatemala such as PRONICE, Childhope, and PAMI sending two staff persons to participate.

COORDINATION -Graciela Dominguez , the PAMI coordinator of projects, carries out a systematic monitoring of the projects through follow-up visits on a quarterly basis to each project. She also makes field visits to sites where children receive services. Using the training sessions provided by PAMI under Rodriquez, she emphasizes participatory approaches, systematic approaches to planning and program administration, and models for the participating agencies how to do follow-up and monitoring with each agency's street workers.

For example, during this visit, it was possible to go with her to a special school project where she was doing an on-site group evaluation. Respondents were children from apparently the ages of 6-11 who were asked to evaluate what they were obtaining from the education offered. This was done in a participatory manner with children working within a group arriving at a type of group answer as to the strong and weak points of their present experience at the school site.

This exercise was in itself an excellent learning experience for the children but also provided the teachers and PAMI a genuine feel for how the teaching effort was being received and inculcated in the children the sense of being important enough to be asked their opinions and to participate on a peer basis in a genuine survey.

Graciela explained also how she approached project design. When each potential grantee group presented its proposal to PAMI she did an evaluation of readiness, strengths, needs, lacks, etc. This has helped shape the final approved project and to develop a program for strengthening each agency individually. She revises her approach with each agency every three months. Through process evaluation she gets a total picture of the organization, looks at the future , makes changes in goals, objectives, program changes as indicated by this analysis.

Asked what were her needs, she responded: --more staff to keep up the level and quality of follow-up undertaken but only now accomplished through long hours of overtime. A request is pending in USAID for this staff increase.

CHILD ABUSE - The problem of child abuse prevention and treatment programs was discussed with Silvia de Ceballos, PAMI advisor in this area. She stated a specific need for a therapist to help PAMI develop a training program (perhaps five 2-week workshops per year) to reach all types of project workers in contact with children in need. They would learn to provide

appropriate therapy, do crisis intervention, follow up with the child, the family and the aggressor, and help initiate family therapy.

Her responsibility within the Procuradoria de Derechos Humanos (Human Rights Organization of the Guatemalan Government -OHRO) gives her access to monitoring cases of violation of child rights, an insight into preventive measures needed, an understanding of the needs for effective training manuals to develop sensitivity and skills in identification of cases, diagnosis, and referral to sources of help.

She also observed that the whole process of denouncing and sentencing criminal offenders of children is not working and that Beth Hogan of USAID has written a letter to the OHRO regarding this situation.

HUMAN RIGHTS - Dr. Guillermo Monroy is the OHRO Coordinator of the national campaign for promotion of the rights and defense of children. He, like Silvia Ceballos, work within the umbrella of PAMI rather than within OHRO. To improve the efficacy of this campaign a decision was made to approach it in stages, designating 5 regional zones of four departments each and to approach the workload gradually by selected zones and with a focus of effort at the community level.

To lay an effective basis for the campaign, research has begun on each department, its social, economic and political characteristics included. Work has begun now in ten departments through meetings of mayors, through support of the Church for use of radio facilities, etc. Members of the educational groups have helped to develop informational materials. Press interviews and other media events have begun. Technical assistance is being given to selected community groups to get them aboard the campaign and workshops are being developed to which families will send parents to participate. These ten departments will be expanded by an additional ten by 1997. The planning seemed to the consultant to be less ambitious and more realistic than the information provided during the visit made to the OHRO last year.

OVERALL - In a summary discussion of the PAMI core operation, Ms. Hewes indicated that the modest beginnings of the project had led to the buildup of excess funds that were not spent on the originally proposed schedule. This meant that it would be possible to extend the life of the PAMI central operations in research, training, and service administration an entire additional year, without additional funding from AID, if such permission could be obtained. I indicated that while it was not my decision, I would think such a proposal would be favorably received provided PAMI presented the concept in a clear and specific format to the USAID. (I later discussed this with USAID staff who indicated such a proposal could receive due consideration.)

In general, I am impressed with the quality of the staff which has been gathered within PAMI, with their educational preparation, their intelligent analysis of the programs, their grasp of the technical and training needs yet to be realized and their obvious devotion to the project. I

would recommend that AID, indeed, continue this effort, not only for the services rendered in Guatemala, but also for the benefit that may accrue to other countries' initiatives if the experience acquired in Guatemala is shared during an additional year of operation

CASA ALIANZA

Due to the recent change in leadership of this component of the Guatemala project, the visit to Casa Alianza was divided between the acting Director Alvaro Conde and the new incoming Director (who just arrived the day before I did) Arturo Echeverria.

During his few months as interim director, Mr. Conde had spent time working with the plan for a system of monitoring the sub-projects under Casa Alianza. He showed me a manual (copy will be shipped to us and kept in the files for other countries to use as feasible) entitled "Systematization of the Experience" (gained from project management and monitoring), that he feels is useful to staff including street educators doing monthly evaluations of their services.

He indicated new research being undertaken to help children lose their addiction and which compares groups of addicts with younger unaffected children. He mentioned also the controversy that exists with some "purist" groups that are opposed to supporting residential programs while Casa Alianza feels there is a moderate approach that permits such residences when appropriate.

Alvaro also cited the need for a bank of information regarding institutions in-country that offer detoxification in a safe environment for children. He also plans to set up a register to follow-up with the government those children who need treatment and who are sent for services, with what outcomes, etc. He is also considering feasibility of setting small garden homes for children (granjas) as an attractive focus for education, treatment and service.

The interview with Arturo Echeverria, the new director, provided an optimistic glimpse at the future of Casa Alianza under his direction. From his experience with other child-related programs in Guatemala, he emphasizes the need to focus on prevention, using education of the various public and private sectors as to the real nature of the problem of children at risk as means of galvanizing resources for the campaign ahead. He sees everywhere the need to improve education as a preventive force. He emphasizes the advantages of working directly with families to prevent the type of dysfunction that leads children to the streets.

He also discussed the need for Casa Alianza to coordinate more closely with other NGOs and to reinforce the resources of existing Guatemalan organizations. His three new thrusts as he takes over direction of the project will be: 1) expanded information and education activities, 2) improved technical skills training for street children, and 3) an overall strengthening of Casa Alianza through improved staff capability and improved management and administration, achieved through training and technical assistance. He ended by stating his ambition that Casa

Alianza would establish links to national companies in an effort to find markets for the skills being developed through vocational training of the children at risk.

GTZ-Deutsche Gesellschaft Fur Technische Zusammenarbeit -the German Aid agency assisting with the children at risk projects in Guatemala was visited by the consultant. The director in Guatemala, Dolly Conto de Knoll, has a great interest in improving the coordination and intercommunication among the many donor and recipient organizations.

Through GTZ -- groups such as UNICEF, USAID, REDD BARNA (Norwegian Aid group), UNDP, Doctors Without Frontiers, World Food Program, PAMI, etc., have been invited to join CCOIPINGUA (rough translation is Consultative Committee of International Organizations for Children in Guatemala). to achieve such coordination. This seems to be a good idea, despite the negative feedback of various informants of the success of the meetings thus far held. GTZ has attempted to gather data from each organization on such factors as : the target population, geographic coverage, program areas, needs and expectations of the organizations served.

GTZ has also brought together a technical group of coordinating agencies including such familiar ones as ASINDES, CONANI, CIPRODENI, PAMI, Childhope, etc. The task here is to make more dynamic the process of interchange of information and coordination efforts so as to attract more Guatemalan agencies into a more productive exchange of ideas, experiences, and resources. Again, this appears to be a positive development in Guatemala.

Another group being formed through the initiative of GTZ is a Technical Group of NGO Executives to identify advances and difficulties with program execution, means of lowering administrative costs, etc. In addition, through the presence of such members as Casa Alianza, La Voz de los Ninos, cooperatives, etc., an assembly of children and adolescents is being created to serve as a forum for hearing the experiences and ideas of those being served by these projects: the children themselves.

Other areas to be explored and implemented include planning and assistance to the organizations in performance of program evaluation, impact studies, feasibility studies, cost/benefit analyses and research on target populations.

All in all, the amount of energy that has been put into this initiative deserves attention. The experiment should be carefully watched for results, innovative approaches and transferability to other country efforts.

One caution that comes from observations of some professionals working in this country is that the concept of innovation is excellent, but should be tempered with a willingness to retain within current program strategies those approaches that have also been validated through longtime experience within Guatemala, for example the appropriate use of residential programs when other solutions are not available.

SUMMARY OBSERVATION ON GUATEMALA

The projects being developed in Guatemala, even though the program managers feel themselves that the start up pace has been slow, have a quality and relevance that would be the envy of other countries starting out on the path to providing services for children at risk. The organizations have gathered very capable staff, have spent considerable effort in developing appropriate strategies, are now very mindful of the need to install timely, specific and accurate monitoring and evaluation systems. They have initiated the technical assistance and training activities to consolidate their capability in the area of evaluation and assessment.

There is obviously a need to improve the coordination and interchange of program data among the various collaborating institutions (not just PAMI and its cooperating agencies but other national and international organizations working on children at risk).

In the specific case of PAMI, it would be productive if AID would give consideration to extension of the project in time with no additional funding, given the competence of the staff, the results being obtained and the potential benefits of sharing the experience and information gained from this project with other in-country and overseas projects in this field. There are unexpended funds available within PAMI's budget for such an extension.

During a general debriefing of the USAID project coordinator, Nelly de de Leon who had facilitated my visits in Guatemala, this point was discussed, as well as overall impressions of PAMI, OHRO, and Casa Alianza projects.

Appendices

Scope of Work

The projects in both Brazil and Guatemala are among the best streetchildren projects in the DCOF portfolio. For that reason and so that we can advise others who are interested in developing similar programs, we would like to collect the following information about each country's project.

I. Provide financial information about projects

- money obligated
- start and end dates
- money expended to date
- anticipated future funding needs

II. Collect project documentation

- original project grants
- amendments
- quarterly reports
- evaluations

III. Assessment of individual projects

- which projects are doing best?
- who are beneficiaries?
 - what are the numbers?
- what are the indicators being used?
- what strategic objective are these projects falling under?

Enclosed are translated versions of any financial reports from the two projects in Brazil and Guatemala. As it turned out, the current report from Brazil is already in English and needs no further work. The Guatemala report only concerns PAMI's central project and was unable to convince USAID mission that they should respond to the request for overall information. Attached is a sheet giving the English accommodation of the categories, etc. for the PAMI financial report as of March 31, 1996.

Financial Report - Guatemala

TRANSLATION OF MEMO FROM SUSAN HEWES, PAMI, TO GEORGE COLEMAN,
DATED 22 APRIL 1996, SUBJECT: TELEPHONE CONVERSATION REGARDING
EXTENSION OF STREET CHILDREN PROJECT WITHOUT ADDITIONAL FUNDING

DATE: 22 April 1996

TO: George Coleman, AID/Washington
FAX: 703/516-9188

FROM: Susan Hewes, PAMI, Guatemala
FAX: (011-502-2) 29-9-53

REF: Our telephone conversation of 22/04/96 re. extension with
additional funding of the Project for the Support of Street Children
(USAID/G-CAP 520-0412).

PAGE 1 of 5.

Dear George:

What a pleasure to talk with you today. I am glad to know that you are well. I appreciate your followup to our conversation here in Guatemala and with much pleasure send the following information.

Just to explain a little.... I send to you three reports on the budget for the project, for those funds that PAMI manages directly: the two reports of PAMI--(first which covers our account in quetzals here in Guatemala , and the second that covers the account in dollars in Miami)- and one for the Human Rights Office/ Defense of Youth, which reports their transactions since PAMI assumed responsibility for managing their funds on the signing of the amendment to our agreement in June of last year. (As I commented to you by telephone today, we do not have information about the budget of Casa Alianza, since they manage their own funds and send their financial reports directly to USAID.)

PAMI send these reports monthly to USAID. Each report is in the same format, that is, by column:

3

From these reports, you can see, for example, in the report of the PAMI account, that 70% of the global budget is still remaining (that is, in the past two and a half years we have spent only 30% of the total funds budgeted for the entire project period, in place of the approximately 60% that would be proportional for the time transpired.

Well, George, I hope that this information may be useful. If there is something that is not clear, don't hesitate to consult us, OK? Meanwhile, a big hug for you and LLoyd!

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PROGRAMA DE APOYO PARA LA SALUD MATERNO INFANTIL (PAMI)

4a. Calle "A" 1-23, Zona 3, 01003, Guatemala

Teléfono/FAX: (011-502-2) 29-9-53

Teléfono: (011-502-2) 51-67-33

FACSIMILE COVER SHEET

DATE: 22 abril 1996

TO: George Coleman, AID/Washington
FAX: 703/516-9188FROM: Susan Hewes, PAMI, Guatemala *SH*
FAX: (011-502-2) 29-9-53

REF: Nuestra conversación telefónica de 22/04/96 re. extensión sin fondos adicionales del Proyecto de Apoyo a Niños de la Calle (USAID/G-CAP 520-0412).

PAGE 1 OF 5.

Estimado George,

¡Qué gusto hablar contigo hoy! Me alegro saber que estás bien. Te agradezco el seguimiento que has dado a nuestras pláticas aquí en Guatemala, y con mucho gusto te envío la información adjunta.

Sólo para explicar un poco.... Te envío los tres (3) reportes de la ejecución presupuestaria del Proyecto para los fondos que PAMI maneja directamente: los dos reportes de PAMI (el primero que cubre nuestra cuenta en quetzales aquí en Guatemala, y el segundo que cubre la cuenta en dólares en Miami); y uno para la Procuraduría de Derechos Humanos/Defensoría de la Niñez, el cual reporta las transacciones de ellos desde que PAMI asumió la responsabilidad de manejar sus fondos a partir de la firma de la emienda a nuestro Convenio en junio del año pasado. (Como te comenté por teléfono hoy, no tenemos información acerca de la ejecución presupuestaria de Casa Alianza, ya que ellos manejan sus propios fondos y envían sus reportes financieros directamente a USAID.)

PAMI envía estos reportes mensualmente a USAID. Cada reporte lleva el mismo formato, el cual es, por columna:

- Columna 1: Descripción: Presenta los renglones autorizados del presupuesto.
- Columna 2: Presupuesto Total: Indica el monto total presupuestado, por renglón, para todo el período del proyecto.
- Columna 3: Gastos Acumulados: Indica el total de los fondos gastados, por renglón, desde que se inició el Proyecto.
- Columna 4: Presupuesto Total Disponible: Indica el saldo que queda, por renglón, o sea, lo presupuestado menos lo gastado, desde que se inició el Proyecto.
- Columna 5: %: Esta columna indica el porcentaje de los fondos todavía disponibles al 31 de marzo de 1996, o sea, después de dos años y medio, ya que el Proyecto inició el 1 octubre 1993.

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TRANSLATION OF ATTACHED FINANCIAL REPORT FROM PAMI

(Note: only spanish headings are translated to English, the rest is obvious)

Program of Support for maternal child health and for health projects of other groups at risk (PAMI)

Financial Report / Report of Disbursements

Project USAID-SCSP/520-0412

From October 1, 1993 to March 31 1996

Expressed in Quetzals

Bank Account One in Quetzals No. 412-004-500

Life of Project
(FY 94-97)

Approved Period
From Oct 1, 1995 to Sept 30, 1996

Description	Total Budget	Accumulated Expenditures	Approved Budget	Disbursements			
				Prior Period	This Period	Accu- mu- lated	Avail- able

CATEGORIES OF APPROVED EXPENDITURES

I. SALARIES, ETC.

II. ETC

X. FINANCIAL AUDITS

TOTAL LIQUIDATED IN QUETZALS

(the remainder of page as shown)


24

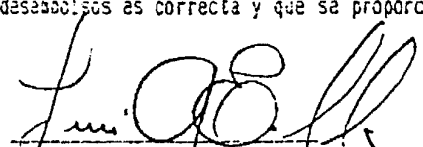
PROGRAMA DE APOYO PARA LA SALUD MATERNO INFANTIL
Y PARA LA SALUD DE OTROS GRUPOS DE RIESGO (PAMI)
REPORTE FISCAL / INFORME DE DESEMBOLEOS
Proyecto USAID-SCSP/520-0412
del 1 de octubre de 1993 al 31 de marzo de 1996
EXPRESADO EN QUETZALES
CUENTA BANCO UNO EN QUETZALES No. 412-004-500

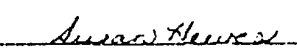
+----- VIDA DEL PROYECTO -----+					+----- PERIODO APROBADO -----+					
(FY 94-97)					del 1 de Octubre de 1995 al 30 de Septiembre de 1996					
+----- D E S C R I P C I O N -----+		PRESUPUESTO			PRESUPUESTO		+----- D E S E M B O L S O S -----+			
TOTAL		GASTOS	TOTAL		APROBADO	ANTERIORES	ESTE PERIODO	ACUMULADOS	DISPONIBLE	
		ACUMULADOS	DISPONIBLE	%						
REGLONES DE GASTO APROBADOS										
I.	SALARIES, FRINGE & LOCAL TRAVEL	1,872,416.52	886,658.21	985,755.31	53%	872,558.79	182,352.90	25,143.61	207,496.51	663,062.28
II.	EQUIPMENT & MAINTENANCE	282,957.30	154,323.21	128,634.09	45%	70,956.45	7,856.51	8,124.82	15,981.33	54,975.12
III.	OPERATING EXPENSES	881,052.72	305,315.33	575,737.39	65%	222,694.93	88,916.64	9,616.84	98,533.48	124,161.50
IV.	TECHNICAL ADVISORY GROUP	313,748.52	85,809.23	227,939.29	73%	119,644.56	0.00	0.00	0.00	119,644.56
V.	INNOVATIVE SERVICES (GRANTS)	4,632,000.00	1,045,684.75	3,585,315.25	77%	1,592,250.00	341,503.79	76,200.05	417,703.82	1,174,546.15
VI.	RESEARCH (GRANTS)	2,171,250.00	474,341.12	1,696,908.88	78%	796,125.00	163,954.10	40,648.56	204,602.66	591,522.34
VII.	TRAINING / WORKSHOPS	360,769.11	163,341.54	197,427.57	55%	208,440.00	31,608.87	21,944.43	53,553.30	154,886.70
VIII.	TECHNICAL ASSISTANCE	276,762.00	145,132.85	131,629.15	48%	175,147.50	23,311.68	6,500.00	29,311.68	145,335.82
IX.	STUDY TOURS	115,800.00	10,465.00	105,335.00	91%	161,251.50	0.00	0.00	0.00	161,251.50
X.	FINANCIAL AUDITS	138,954.21	53,700.94	85,253.27	61%	37,635.00	20,560.75	0.00	20,560.75	17,074.25
TOTAL LIQUIDADO EN QUETZALES		11,045,710.38	3,325,772.18	7,719,938.20	70%	4,256,703.78	860,065.24	188,178.29	1,048,243.53	3,208,460.25

The undersigned hereby certifies 1) that payment of the sum claimed on the voucher is proper and due under the terms of the Agreement, and 2) that the information on the disbursement report is correct and such detailed supporting information as USAID may require will be furnished on request.

El suscrito por este medio certifica 1) que el pago de la cantidad reclamada en el comprobante es apropiado y debido de conformidad con los terminos del convenio, y 2) que la informacion contenida en el informe de desembolsos es correcta y que se proporcionara inmediatamente cualquier informacion que USAID requiera al ser solicitada.


RUBEN ARANGO TUBIROS FIGUEROA
ASISTENTE FINANCIERO


LUIS ALFREDO ERCHILA MARTINEZ
COORDINADOR ADMINISTRATIVO
FINANCIERO


SUSAN HEWES
DIRECTORA

PAMI
PROYECTO AID 520
4a. CALLE "A" 1-23,
TELEFONO/FAX (502-
GUATEMALA, C.

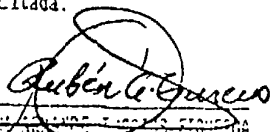
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PROGRAMA DE APOYO PARA LA SALUD MATERNO INFANTIL
Y PARA LA SALUD DE OTROS GRUPOS DE RIESGO (PAMI)
REPORTE FISCAL / INFORME DE DESEMBOLSOS
Proyecto USAID-SCSP/520-0412
del 1 de octubre de 1993 al 31 de marzo de 1996
EXPRESADO EN DOLARES
CUENTA EN DOLARES BANCO FIRST UNION No. 2090000539770

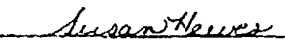
VIDA DEL PROYECTO (FY 94-97)					PERIODO APROBADO del 1 de Octubre de 1995 al 30 de Septiembre de 1996					
DESCRIPCION	PRESUPUESTO TOTAL	GASTOS ACUMULADOS	PRESUPUESTO		PRESUPUESTO APROBADO	DESEMBOLSOS				
			TOTAL DISPONIBLE	%		ANTERIORES	ESTE PERIODO	ACUMULADOS	DISPONIBLE	%
RENGLONES DE GASTO APROBADOS										
I. SALARIES, FRINGE & LOCAL TRAVEL	226,678.00	114,664.65	112,013.35	49%	58,667.00	23,601.65	5,731.51	29,333.16	29,333.84	50%
II. EQUIPMENT & MAINTENANCE	0.00	0.00	0.00	0%	0.00	0.00	0.00	0.00	0.00	0%
III. OPERATING EXPENSES	1,000.00	105.32	894.68	89%	250.00	0.00	0.00	0.00	250.00	100%
IV. TECHNICAL ADVISORY GROUP	40,800.00	12,850.00	27,950.00	69%	8,800.00	0.00	0.00	0.00	8,800.00	100%
V. INNOVATIVE SERVICES (GRANTS)	0.00	0.00	0.00	0%	0.00	0.00	0.00	0.00	0.00	0%
VI. RESEARCH (GRANTS)	0.00	0.00	0.00	0%	0.00	0.00	0.00	0.00	0.00	0%
VII. TRAINING / WORKSHOPS	20,000.00	6,044.12	13,955.88	70%	14,000.00	1,225.00	0.00	1,225.00	12,775.00	91%
VIII. TECHNICAL ASSISTANCE	7,600.00	0.00	7,600.00	100%	17,750.00	0.00	0.00	0.00	17,750.00	100%
IX. STUDY TOURS	35,700.00	5,266.75	30,433.25	85%	17,850.00	750.00	0.00	750.00	17,100.00	96%
X. FINANCIAL AUDITS	0.00	0.00	0.00	0%	0.00	0.00	0.00	0.00	0.00	0%
TOTAL LIQUIDADO EN US DOLLARS	331,778.00	138,930.84	192,847.16	58%	117,317.00	25,576.65	5,731.51	31,308.16	86,008.84	75%

The undersigned hereby certifies 1) that payment of the sum claimed on the voucher is proper and due under the terms of the Agreement, and 2) that the information on the the disbursement report is correct and such detailed supporting information as USAID may require will be furnished on request.

El suscrito por este medio certifica 1) que el pago de la cantidad reclamada en el comprobante es apropiado y debido de conformidad con los terminos del convenio, y 2) que la informacion contenida en el informe de desembolsos es correcta y que se proporcionara inmediatamente cualquier informacion que USAID requiera al ser solicitada.


RUBÉN C. GARCÍA
ASISTENTE FINANCIERO


LUIS ALFREDO ERCHILA MARTINEZ
COORDINADOR ADMINISTRATIVO
FINANCIERO


SUSAN HEWES
DIRECTORA

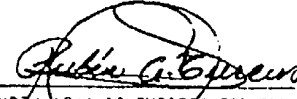
PAMI
PROYECTO AID 520-0412
4a. CALLE "A" 1-23, ZONA 3
TELEFONO/FAX (502-2)29953
GUATEMALA, C. A.

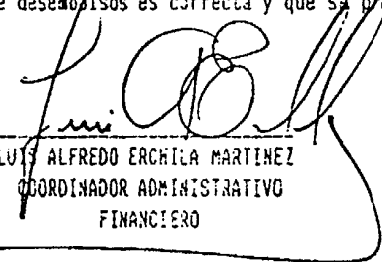
PROGRAMA DE APOYO PARA LA SALUD MATERNO INFANTIL
Y PARA LA SALUD DE OTROS GRUPOS DE RIESGO (PAMI)
REPORTE FISCAL / INFORME DE DESEMBOLOSOS
Proyecto USAID-SCSP/520-0412
ENMIENDA No. 4. PAMI / PCH
del 7 de junio de 1995 al 31 de marzo de 1996
EXPRESADO EN QUETZALES

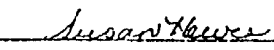
VIDA DEL PROYECTO (FY 94-97)					PERIODO APROBADO del 1 de Octubre de 1995 al 30 de Septiembre de 1996				
DESCRIPCION		PRESUPUESTO			PRESUPUESTO		DESEMBOLOSOS		
TOTAL	GASTOS ACUMULADOS	TOTAL DISPONIBLE	%	APROBADO	ANTERIORES	ESTE PERIODO	ACUMULADOS	DISPONIBLE	
REGLONES DE GASTO APROBADOS									
I. TA/TRAINING	938,362.50	99,432.56	833,929.94	25%	437,932.50	72,739.66	22,425.90	95,165.56	342,736.94 76%
II. SOCIAL MARKETING	1,340,759.70	231,385.62	1,109,374.08	83%	881,123.10	168,222.24	48,548.38	216,770.62	664,352.48 75%
III. STUDY TOURS	118,845.00	0.00	118,845.00	100%	58,995.00	0.00	0.00	0.00	58,995.00 100%
IV. EVALUATIONS	285,000.00	0.00	285,000.00	100%	114,000.00	0.00	0.00	0.00	114,000.00 100%
V. AUDITS	52,970.10	0.00	52,970.10	100%	24,470.10	0.00	0.00	0.00	24,470.10 100%
TOTAL LIQUIDADO EN QUETZALES	2,735,937.30	330,818.18	2,405,119.12	88%	1,516,490.70	240,961.90	70,974.28	311,936.18	1,204,554.52 79%

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RUBEN ARMANDO FUENTES FIGUEROA
ASISTENTE FINANCIERO


LUIS ALFREDO ERCHILA MARTINEZ
COORDINADOR ADMINISTRATIVO
FINANCIERO


SUSAN HEMES
DIRECTORA

PAMI
PROYECTO AID 520-0412
4a. CALLE "A" 1-23, ZONA 3
TELEFONO/FAX (502-2)29953
GUATEMALA, C. A.

Financial Report - Brazil

Fax Transmission
USAID/BRASÍLIA
AMERICAN EMBASSY

(X) AT&T

() NATIONAL

() OTHER COUNTRIES

To: George Coleman
 Company: The Arbor Center
 Fax #: (703) 352-9040
 Subject: POMMAR Expenditures

From: Nema Klin
 Date: April 1, 1998
 Fax: AID/STK/D14-86

You should receive 3 page(s) including this one.
 If you do not receive all pages, please call (051) 321-7272 R.361

Message:

Jorginho dearest,

Attached please find a copy of POMMAR's financial status report. Out of the US\$1,335,035 for subgrants, \$882,344 were actually disbursed or committed, and \$333,636 are proposed for disbursement in the near future.

Please let me know if I can help you with any other information.

Abraços,

George,

*I did not read the message earlier because
 I was out of the office for the last 12 days.
 Sorry for the inconvenience,*

Yema

[Signature]
 Signature

(x) Official

() Personal

EMBAIXADA AMERICANA

Grants under negotiation

Grant nbr.	Institution	City	Target area	Amount			
				Year 1	Year 2	Year 3	
BR-510-95-003	CAJOP	Recife	Legal rights	0	25,536	10,000	35,536
	C. de Passagem	Recife	Vocational training	0	30,000	20,000	50,000
	OAF	Salvador	Vocational training	0	40,000	10,000	50,000
	C. Est. Família	Fortaleza	Girls	0	50,000	13,000	63,000
	C. Luis Freire	Recife	Legal rights	0	25,000	0	25,000
SP-TRG	Intl. Coop. Agencies	3 target cities	Training	0	10,000	0	10,000
	Pácho da Cidade	Fortaleza	Girls	0	50,000	50,000	100,000
Total				0	230,536	103,000	333,536

Actual disbursements by area of interest

Area	Year 1	Year 2	Year 3	Total
Children's rights	15,000	103,966	12,300	131,266
Child and Adolescent Prostitution	15,595	22,624	4,624	42,843
Vocational Training	106,160	187,480	1,500	295,140
Family Preservation	0	110,000	47,800	157,800
Training	2,200	0	0	2,200
Travel and Training Grants	8,256	0	0	8,256
Research grants	42,339	2,500	0	44,839
Total	189,550	426,570	66,224	682,344

Proposed disbursements by area of interest

Area	Year 1	Year 2	Year 3	Total
Children's rights	0	50,536	10,000	60,536
Child and Adolescent Prostitution	0	100,000	63,000	163,000
Vocational Training	0	70,000	30,000	100,000
Family Preservation	0	0	0	0
Training	0	10,000	0	10,000
Travel and Training Grants	0	0	0	0
Total	0	230,536	103,000	333,536

Project budget vs. actual, committed and proposed disbursements

Area	Year 1		Year 2		Year 3		Total		Balance
	Budget	Disburs.	Budget	Disburs.	Budget	Disburs.	Budget	Disburs.	
Actual and committed disbursements by area of interest									
Children's rights	50,000	15,000	91,802	154,502	50,000	22,300	191,802	191,802	0
Child and Adolescent Prostitution	100,000	15,595	100,000	122,624	100,000	67,624	300,000	205,843	94,157
Vocational Training	100,000	106,160	150,000	257,480	200,000	31,500	450,000	395,140	54,860
Family Preservation	50,000	0	57,800	110,000	100,000	47,800	207,800	157,800	50,000
Training	30,000	2,200	31,500	10,000	0	0	61,500	12,200	49,300
Travel and Training Grants	12,000	8,256	12,800	0	13,230	0	37,830	8,256	29,574
Research Grants	50,000	42,339	36,103	2,500	0	0	86,103	44,839	41,264
Total	392,000	189,550	479,805	657,108	463,230	169,224	1,335,835	1,015,880	319,955

PONMAR - status of subgrants

Ongoing grants

Grant nbr.	Institution	City	Target area	Amount			Total
				Year 1	Year 2	Year 3	
SP1995/2	Projeto Axé	Salvador	Research	2,500	2,500	0	5,000
BR-310-95-001	Projeto Axé	Salvador	Vocational Training	70,000	62,000	0	132,000
SP1995/1	CEDECA	Salvador	C&A Prostitution	4,975	0	0	4,975
BR-210-95-001	CIELA	Recife	Research	39,829	0	0	39,829
BR-310-95-002	Bagunçao	Salvador	Vocational Training	0	58,320	0	58,320
BR-310-95-003	ACOPAMEC	Salvador	Vocational Training	35,000	11,481	0	46,481
BR-510-95-001	CEDECA	Fortaleza	Legal Rights	15,000	11,480	0	26,480
BR-410-95-002	Pacto da Cidade	Fortaleza	C&A Prostitution	10,620	0	0	10,620
BR-455-95-003	Projeto Suzuki	Recife	Vocational Training	1,160	0	0	1,160
BR-510-95-002	CENDHEC	Recife	Legal Rights	0	44,686	12,300	56,986
BR-310-96-001	Coletivo M. Vida	Recife	Vocational Training	0	55,679	1,500	57,179
BR-410-95-001	Ter. des Hommes	Fortaleza	C&A Prostitution	0	22,624	4,624	27,249
BR-210-96-001	COMDICA	Fortaleza	Family preservation	0	40,000	17,800	57,800
BR-210-95-002	CIELA	Recife	Family preservation	0	70,000	30,000	100,000
BR-510-96-001	CEDECA	Salvador	Legal rights	0	47,800	0	47,800
TOTAL				179,084	426,570	66,224	671,878

Travel and Training Grants

Grant nbr.	Institution	City	Target area	Amount			Total
				Year 1	Year 2	Year 3	
Subgrant1	Projeto Axé	Salvador	Vocational training	424	0	0	424
Subgrant2	CEDECA	Salvador	C&A prostitution	454	0	0	454
Subgrant3	Various	3 target cities	C&A prostitution	1,991	0	0	1,991
Subgrant4	CEDECA	Salvador	Girls	500	0	0	500
Subgrant5	CEDECA	Salvador	C&A prostitution	519	0	0	519
Subgrant6	Conselho Est.	Recife	Legal rights	263	0	0	263
Subgrant7	MNMMR	Salvador	Legal rights	4,105	0	0	4,105
Total				8,256	0	0	8,256

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